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perspective on this vital management tool Focusing on performance improvement it describes the intellectual foundation behind scorecards and demonstrates how metrics can be used to enhance feedback motivation and employee engagement The book offers a background primer on statistics and research methods outlining the basics of metrics such as attributes scope of measures and levels of analysis to help managers understand what should go into the scorecard and why Key techniques for using scorecards are showcased and step by step guidance on creating metric scorecards for teams departments and entire organizations is provided including specialized situations such as customer service measurement or monitoring off site performance Finally managers are taught how to analyze results intelligently and translate metrics into effective operational practices Extensive running examples address both service and manufacturing metrics and each chapter ends with a set of learning objectives

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